

Air Pollution Control District 6 Year Strategic Plan



FY13-FY19

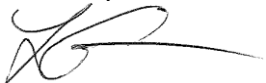
Dear APCD colleagues:

For more than 60 years, the Air Pollution Control District has worked to ensure cleaner air for the residents of Metro Louisville. We believe that a healthy environment leads to greater economic security and prosperity for our citizens and future generations. This conviction guides this agency as we develop emission and ambient air standards, monitor air quality in Metro Louisville, and track trends in the surrounding metropolitan area. The goals of the agency are twofold: ensure healthy air for breathing while helping local industries and businesses meet local, state, and national air emission standards.

Over the past few months, I have been working with the management team to develop a 6-year strategic plan for the Air Pollution Control District. The purpose of the plan is to guide the APCD in achieving its mission of providing clean, safe air for the citizens of Louisville in an efficient and fiscally sound manner. This mission is especially relevant today, as the APCD faces the challenge of meeting a new federal standard for particulate matter and staying in attainment for ozone. As a guide, we used Mayor Fischer's key goals: to provide excellent city services, to solve systemic budget issues, to create jobs, to invest in our people and neighborhoods, and to ensure a vibrant future for Louisville.

We assessed every aspect of the APCD's core missions and used that analysis to develop short- and long-term goals for us to accomplish as a team. The goals cover all aspects of APCD operations and provide a road map for the District that allows us to look beyond the next fiscal year and budget cycle. Succeeding in these goals will result in a more efficient and fiscally stable operation that allows you to focus your talents, brains, and energy on the vital task of keeping our air clean.

Sincerely,



Lauren Anderson
Executive Director

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Overview of Sections

Vision for Louisville

The future state Louisville Metro Government envisions for our city, for the residents of Louisville, and for all who visit.

Mission

Why the department exists within Metro and for the community.

Core Services/Programs

What a department provides to residents to fulfill its mission and meet the 5 strategic objectives of Louisville Metro Government: *Deliver excellent city services; Solve systemic budget issues; Take job creation to the next level; Invest in Our People and Neighborhoods, Advance “Quality of Place”; Create plans for a vibrant future.*

Objectives

While each department strives to achieve the 5 strategic objectives for Louisville Metro Government, each department has functional objectives or high-level accomplishments it strives to achieve to fulfill its mission.

Goals

Departments should include applicable Louisville Metro Government strategic goals as their own, as well as develop department specific short (1-2yr), mid (2-4yr) and long (4-6yr) term strategic goals.

Short term goals (and midterm if feasible) should be Specific, Measureable, Attainable, Realistic, and Time-Framed (SMART) statements about what the department will accomplish within the next 1-2 years to meet its mission, achieve its objectives and support the strategic objectives of the city to help realize the vision for Louisville Metro Government. Mid- and long-term goals may be more broad and less “SMART”.

The numbers to the right of each goal indicate which of the five Louisville Metro Government strategic objectives the goal supports. The “Lead” column refers to who has ownership over the goal, however various individuals may lead supporting initiatives to the goal. The “Why” column describes why the goal is important to the department and the residents of Louisville.

The “Initiatives” column lists at a high-level, the specific projects a department will undertake (initiate and/or execute) over the next 1-2 years to help achieve their short and, as appropriate, mid-term goals; individual initiatives are not required, unless clearly known, for mid and long term goals.

The “How” column under mid- and long term goals, explains initial ways in which the department envisions making progress towards the goal.

Louisville Metro Planning Cycle & Calendar

The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.

Vision for Louisville

“Louisville is a city of lifelong learning and great jobs, wellness, and compassion”

Department Mission Statement

The Air Pollution Control District protects air quality in Louisville Metro to ensure healthy air for breathing, economic security, and prosperity for our citizens and for future generations.

Core Services/Programs

What the department provides to residents to fulfill its mission and help meet Louisville Metro Government’s 5 strategic objectives.

❖ Permitting

- Issue permits for construction and operation of industrial and commercial facilities to ensure adherence to federal, state, and local air pollution regulations and emissions limits, resulting in clean, safe air for the citizens of Louisville Metro.

❖ Compliance

- Perform inspections to ensure that permitted facilities are complying with permit conditions; assist businesses in maintaining permit compliance; determine whether individual businesses are required to apply for permits.

❖ Air Monitoring

- Maintain a network of air monitors to gauge local air quality per U.S. Environmental Protection Agency requirements; perform computer-modeling to determine levels of mobile-source pollution in Louisville Metro; certify air data for submission to EPA.

❖ Enforcement

- Investigate possible permit violations and, if necessary, compel compliance and collect fines; investigate air-pollution complaints filed by citizens.

❖ Environmental Programs

- Develop community-wide policies and strategies for achieving clean air, which improves the overall quality of life and helps Louisville Metro meet and surpass federally mandated National Ambient Air Quality Standards; maintain the APCD’s Air Planning Agreement with the EPA; ensure the APCD is adhering to the State Implementation Plan (SIP).

❖ Public Information/Outreach/Education

- Issue Air Quality Alerts when the air is forecast to be unhealthy; educate the public about the benefits of clean air; respond to media inquiries about APCD activities; solicit community involvement in Kentuckiana Air Education, Idle Free Louisville, Grow More Mow Less, and other programs; create and maintain informational materials such as websites, brochures, and PowerPoint presentations.

Objectives

The functional objectives/ high-level accomplishments the department strives to achieve through its efforts or work.

- 1. Implement a permitting program that adheres to federal mandates, is responsive to the needs of the local business community, and emphasizes high-quality customer service.**
- 2. Establish an equitable fee schedule; collect fees in a fair, transparent, timely, and technologically advanced manner.**
- 3. Educate members of the public and the business community about the benefits of clean, safe air, and how their behavior impacts it.**
- 4. Enforce pollution regulations in way that is fair, transparent, timely, and technologically advanced.**
- 5. Monitor air quality to demonstrate compliance with the National Ambient Air Quality Standards and to keep the public informed about air quality issues.**
- 6. Engage citizens, businesses, and governmental partners in developing and implementing policies and strategies to make the air cleaner for all citizens and improve the quality of place in Louisville Metro.**

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Short Term Goals (1-2yr)

The goals listed below detail what the department will accomplish over the next 1-2 or at most 2-4 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.

	Goal	Department Objective	Mayors Objective	Lead	Why	Initiatives
1	Develop a more equitable and sustainable permit program by FY2014.	1,2,4	1,2,3,5	P. Aud	Permitting sources is one of the primary methods of attaining the Nation Ambient Air Quality Standards (NAAQS). Our permitting program currently places equal focus on all sources of pollution instead of focusing on the largest emitting or potentially emitting sources. In order to achieve regulatory requirements, focus needs to be on the largest sources with smaller sources being handled in a streamlined manner.	<ul style="list-style-type: none"> • Revised regulations addressing this goal were issued for informal public comment on 12/10/12. • Provide on-going training for engineering staff to improve ability to draft effective permits. • Reduce permit processing time; meet or exceed U.S. EPA permit processing timelines and delegation requirements. Achieve by July 2014. • Continue seeking out best practices from other air agencies. • Continue evaluating the true value of the work and time required to issue complex permits. Revisit on an annual basis. Measured by budget shortfall/excesses and compared to time to issue permits. • Seek input from citizens, companies, and environmental advocates informally and as part of the formal rulemaking process. Measured by expiration of formal public comment period. Expected February 2013. • Ensure that any regulatory changes are consistent with U.S. EPA mandates, grant commitments, and delegation agreements. Measured by finalizing

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						<p>legal review and, where applicable, incorporation of new regulation version being incorporated into State Implementation Plan (SIP). On-going.</p> <ul style="list-style-type: none"> • Implement a combined construction and operating permit program for Title V and FEDOOP sources. Measured by a regulatory framework that only requires a single revision of a permit to incorporate new equipment and conditions. Expect to be in informal comment by December 2013. • Transition to general permits and permits-by-rule for stationary sources, such as emergency generators, auto body shops, and concrete batch plants. Measured by the Air Pollution Control Board (APCB) passing a regulation containing permit by rule provisions. Expect to be in informal comment by June 2014.
2	Develop sustainable funding for APCD by FY2014.	1,2,4	1,2,5	P. Aud	APCD requires a consistent source of revenue to avoid variable and inconsistent funding from federal, state, and local sources. APCD is authorized by KRS Chapter 77 to periodically raise permit and program fees. APCD is required to fully fund the Title V program from	<ul style="list-style-type: none"> • Revised regulations addressing the current permit and program fees were issued for informal public comment on 12/10/12. • Conduct an annual top-to-bottom analysis of APCD's revenue sources and expenditures. • Seek input from citizens, companies, and environmental advocates informally and as part of the formal rulemaking process. Measured by the expiration of formal public comment period expected to end

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					Title V collected fees by 40 CFR 70.	<p>in March 2013.</p> <ul style="list-style-type: none"> • Evaluate fee disparity between complex, but well controlled Title V sources and controlled, but less complex minor and FEDOOP sources. • Restructure permitting fees to a stable structure allowing APCD to more accurately forecast upcoming revenue. Regulations sent for informal comment 12/10/12.
3	Ensure staff development, retention, and succession on an annual basis.	1,2,4	1,2,3,5	L. Anderson	The uniqueness and complexity of air pollution control call for staff with significant subject matter knowledge and specialized experience. This applies across the board to all APCD staff, including engineers, air monitoring and compliance personnel, as well as program development and administrative staff.	<ul style="list-style-type: none"> • Continue addressing U.S. EPA's July 27, 2011, audit concerns with staff retention. • Ensure the professional development of permitting staff by providing necessary study guides, reimbursing costs of licensing exams, and ensuring progressive experiences in engineering necessary to meet KRS 322.040, <i>Requirements for licensure as a professional engineer -- Education, experience.</i> • Expand professional development opportunities by offering advanced training opportunities. • Develop compensation system for all employees commensurate with contributions to APCD goals.
4	Update APCD regulations by FY2014, annually, and as needed.	1,2,3,4,5	1,2,3,5	R. Hamilton	APCD implements the federal Clean Air Act in Louisville by delegation from the U. S. EPA. When federal regulations that implement the Clean Air	<ul style="list-style-type: none"> • Revised regulations addressing the current permit and program fees were issued for informal public comment on 12/10/12 • Update existing regulations to incorporate federally mandated

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					<p>Act or the National Ambient Air Quality Standards (NAAQS) are revised, APCD must revise its implementing regulations to ensure that Louisville Metro makes steady progress toward achieving and maintaining federal and local air quality standards and other programmatic requirements. APCD's local-only STAR program must also be periodically revised to ensure that it is based on the most current scientific information.</p>	<p>regulatory requirements, including those that address greenhouse gases.</p> <ul style="list-style-type: none"> • Enhance compliance by clarifying text, removing outdated or redundant provisions, and streamlining processes. • Promote public participation through the rulemaking process. • Enhance transparency by improving the “readability” of APCD regulations. • Develop combined construction and operation permit program for Title V and FEDOOP sources. • Develop general permits and permits-by-rule for stationary sources, such as emergency generators, auto body shops, and concrete batch plants.
5	<p>Enhance modeling capacities for the Prevention of Significant Deterioration (PSD) program, Strategic Toxic Air Reduction (STAR) program, and land-use policy analysis (scenario modeling) by FY2015.</p>	1,2,3,4,5	1,2,3,5	P. Aud	<p>Complex air dispersion modeling is required by U.S. EPA for the PSD program and as part of the STAR program.</p>	<ul style="list-style-type: none"> • Hire staff member for complex modeling. • Provide advanced training opportunities to keep pace with U.S. EPA model enhancements and upgrades. • Provide adequate equipment and software to increase capacity for running multiple complex models.
6	<p>Complete initial Title V permit renewals by June 2014.</p>	1,2,3,4,5	1,2,3,5	P. Aud	<p>Title V operating permits are issued to the largest stationary sources in Louisville Metro. Permits</p>	<ul style="list-style-type: none"> • Provide advanced training for experienced staff currently drafting complex Title V permits. • Develop additional staff capable of

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					are issued for a term of five years. They must then be re-issued to include new or revised standards, subsequent construction projects, and provide opportunities for public review and comment. Timeframes for reissuance and other permit actions are mandated by U.S. EPA.	<p>drafting complex Title V permits.</p> <ul style="list-style-type: none"> • Provide advanced training for experienced staff currently drafting complex Title V permits.
7	Develop robust small business compliance assistance program by FY2015.	1,2	1,4,5	P. Aud	Small businesses find sorting through regulations and permit requirements confusing and unimportant. Title V of the CAA requires permitting authorities to assist small businesses in their compliance with the CAA and APCD's local regulations, including the permit program changes released for informal comment on 12/10/12.	<ul style="list-style-type: none"> • Enhance compliance with applicable requirements by working with small sources prior to enforcement. • Required under Section 507 of the Clean Air Act. • Funding to be provided by Title V emissions fees pursuant to 40 CFR 70.9(a). • Develop communication strategies and tools to enhance outreach to key small business sectors. • Build small business compliance assistance team separate from current permitting and compliance teams to ensure separation of function and transparency.

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8	Evaluate phasing out Stage II Vapor Recovery and Control program for gasoline dispensing facilities. Propose draft revisions to Regulation 6.40 by May 2013.	1,4,5	1,2,3	T. Phelps	APCD currently implements Stage II vapor recovery and control as a maintenance measure designed to assure continued attainment for the 1-hour ozone standard. The U.S. EPA has determined that On-Board Vapor Recovery (ORVR), which has been in use on all new vehicles since 2006, may now be substituted as a control measure for Stage II vapor recovery and control programs as a result of its May 2012 Widespread Use determination.	<ul style="list-style-type: none"> • Continue evaluating vehicle fleet data received in late January 2013, including comparison to 2007/2008 fleet data. • Estimate cost savings to APCD from phased elimination of the program if able to demonstrate widespread use by 2016 or earlier. • Draft Clean Air Act Section 110(l) emissions demonstration during second quarter of 2013. • Propose draft revisions to Regulation 6.40, <i>Standard of Performance for Gasoline Transfer to Motor Vehicles (Stage II Vapor Recovery and Control</i> for informal comment during third quarter of 2013. • Seek input from citizens, companies, and environmental advocates informally and as part of the formal rulemaking process during formal comment period by during fourth quarter of FY2014. • Prepare and submit SIP submission to U.S. EPA. • Complete phase-out following U.S. EPA's approval of SIP revision incorporating revised Regulation 6.40.
9	Migrate from the EDAS Data Acquisition System to the AirVision Data Acquisition System by Dec. 31, 2013.	5	1,4	C. Lee	AirVision has more capabilities to analyze, categorize, and visualize data and is based on web friendly SQL platform.	<ul style="list-style-type: none"> • Collaborate with MTS on implementation plan. • Evaluate hardware and software needs. • Purchase hardware and software. • Install and test equipment and software. • Revise current Standard Operating

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						<p>Procedures reflecting the changes.</p> <ul style="list-style-type: none"> • Implement the changes and integrate elements into the webpage and CLAIRE. • Revise data-handling SOP and submit to EPA for all site instruments. • Revise applicable QAPP sections and submit to EPA.
10	Establish Kentucky's only near-road site air monitoring station and begin monitoring by Dec. 31, 2013.	5	1,4	C. Lee	Kentucky is required to establish, operate and maintain a near-road monitoring site in its largest city by 12/31/13.	<ul style="list-style-type: none"> • Work with state and local agencies to receive required permits to establish site. • Establish electrical service to the site. • Transfer shelter to new site location. • Purchase new instrumentation/equipment to operate and maintain the monitoring site. • Train personnel to operate and maintain the site. • Revise data-handling SOP and submit to EPA re: new site. • Revise applicable QAPP sections and submit to EPA.
11	Operate and maintain current monitoring sites annually.	5	1,4	C. Lee	Required by Clean Air Act in NAAQS maintenance and non-attainment areas.	<ul style="list-style-type: none"> • Operate and maintain sites and instrumentation. • Annual evaluation of monitoring network in collaboration with Kentucky DAQ. • Maintain current staffing levels for operations

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						<ul style="list-style-type: none"> • Seek funding sources for purchasing increasingly sensitive and sophisticated equipment. • Revise data-handling SOP and submit to EPA for all instruments. • Revise applicable QAPP sections and submit to EPA.
12	Develop policies and strategies for ozone precursor emission reductions by July 16, 2013.	3,6	1,4,5	C. Lee	Deadline of July 16, 2013, is mandated by the US EPA's "Ozone Advance" program and meet the 8-hr ozone NAAQS.	<ul style="list-style-type: none"> • Identify current VOC and NOx emission reductions initiatives. • Identify "best practice" policies and strategies not implemented in the area. • Evaluate current programs for enhancement opportunities and new ones that could be adopted and implemented.
13	Continue partnership with Metro Fleets to identify and implement sustainable transportation options for LMG annually.	3,6	1,4,5	C. Lee	Achieve emissions reductions from LMG vehicles in leading by example.	<ul style="list-style-type: none"> • With Kentucky Clean Diesel Grant Program funds reduce diesel particulate matter by retrofitting garbage trucks. • Provide information on alternative fuel option opportunities to LMG and the Office of Sustainability by networking with other agencies and through research of best-practices.

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14	Increase public awareness of Idle Free Louisville campaign by 25% by FY2014.	3,6	4,5	T. Nord	Unnecessary vehicle idling is a major contributor to the formation of ozone, a hazardous air pollutant that is especially problematic in Louisville.	<ul style="list-style-type: none"> • Measured via annual survey conducted by Kentuckiana Air Education. • Increase number of Idle Free School and Idle Free Business partnerships. • Partner with like-minded partners such as the American Lung Association and TARC. • Analyze KAIRE advertising budget in search of more media dollars for radio and TV messaging.
15	Participate in Louisville Metro Tree Advisory Commission annually.	3,6	1,4,5	C. Lee	Assist Mayor's vision of improved air quality and reduction of the heat island temperature.	<ul style="list-style-type: none"> • Continue to fulfill ex officio role and offer advice on air-quality impacts of tree canopy work and urban forestry initiatives. • Provide technical staffing as needed. • Assist with program and grant development.
16	Participate as a partner agency in Metro's Sustainability Plan annually.	3,6	1,4,5	C. Lee	LMG should lead by example to create and implement sustainable practices in its operations.	<ul style="list-style-type: none"> • Provide expertise, policy analysis, program development, and identify strategies for the Director of the Office of Sustainability. • Assist in evaluation and implementation of LMG sustainable projects when possible. • Provide technical and policy expertise to reduce the urban heat island. • Provide education and expertise on the air quality impacts from energy use.

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17	Review and analyze land use practices as they affect air quality annually.	3,6	1,4,5	C. Lee	Assist Mayor's vision of improved air quality by working in cross-functional teams.	<ul style="list-style-type: none"> • Review & analyze existing LDC provisions and make recommendations that can approve air quality. • Conduct air quality analysis on project level land development. • Evaluate the air quality impacts of Metro's built environment and make recommendations for improvements.
18	Perform multi-pollutant modeling annually or as needed.	3,6	1,4	C. Lee	Pollution emissions quantification is required for conformity, NEPA, & other SIP analyses.	<ul style="list-style-type: none"> • Interagency consultation partner modeling transportation projects (federal, state, and other government officials). • Model effectiveness of emissions reductions programs.
19	Participate in a collaboration to address climate change and the urban heat island effect by Dec. 31, 2013.	3,6	1,4,5	C. Lee	Assist Mayor's vision of improved air quality by working in cross-functional teams and citizen engagement.	<ul style="list-style-type: none"> • Assist Office of Sustainability to establish and administer a work group to identify comprehensive climate change adaptation and resilience goals and practices. • Assist Office of Sustainability to develop comprehensive plan to address the urban heat island effect by developing staff expertise on tools and data sources and developing outreach and education materials and strategies targeted to appropriate audiences.

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20	Promote low-maintenance landscaping and urban agriculture annually	3,6	1,4,5	C. Lee	Emission reductions are achieved by using alternative lawn and garden practices.	<ul style="list-style-type: none"> • Implement the Lawn Care for Cleaner Air and Grow More/Mow Less programs. • Identify and evaluate new business sectors and landscaping and land-use practices that reduce air pollutants. • Complete Commercial GMML guide. • Collaborating with volunteers and donors, install road-way/median GMML test plot within one year.
21	Establish policy for handling replacement of vehicles and equipment by FY2014.	1,4,5	1	K. Talley	Fully functioning, dependable vehicles and equipment are integral to APCD's ability to issue permits, compel compliance, and enforce regulations.	<ul style="list-style-type: none"> • Work with OMB to determine a plan and funding to replace fully depreciated vehicles and equipment by FY2014.
22	Work with Facilities to develop plan for resolving issues relating to APCD offices by FY2014.	1,4,5	1	K. Talley	APCD is housed in two buildings, which impedes workplace communication and staff cohesion. Combining the APCD into one building will streamline operations and increase efficiency.	<ul style="list-style-type: none"> • House APCD employees in one building. • Evaluate moving APCD employees from the 810 Building to the 850 Building. • Investigate systemic building maintenance issues, including HVAC, water intrusion, electrical, plumbing, etc. with Facilities.

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Mid-Long Term Goals (2-6yr)

The goals listed below detail broad goals the department plans to achieve over the next 2-4 or 4-6 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.

	Goal	Department Objective	Mayors Objective	Lead	Why	How
1	Transition to an online system for permit applications and compliance reporting.	1,2,4	1,2,3,5	P. Aud	Permitting sources is one of the primary methods of attaining the Nation Ambient Air Quality Standards (NAAQS). Our permitting program currently places equal focus on all sources of pollution instead of focusing on the largest emitting or potentially emitting sources. In order to achieve regulatory requirements, focus needs to be on the largest sources with smaller sources being handled in a streamlined manner.	<ul style="list-style-type: none"> Follow U.S. EPA's Cross-Media Electronic Reporting Regulation (CROMERR). Revise permitting structure and team as needed to meet developing regulations and situations. Work with Metro Technology Services to develop and implement a plan.
2	Introduce an idle-free ordinance for Metro Council approval by FY2015.	3,4,6	4,5	T. Nord	Unnecessary vehicle idling is a major contributor to the formation of ozone, a hazardous air pollutant that is especially problematic in Louisville. An idling ordinance will help Louisville stay in attainment for ozone based on the EPA air quality standards.	<ul style="list-style-type: none"> Continue to educate the public about the clean-air benefits of reduced idling. Build support from the business community. Work with the Mayor's Office to win support of Metro Council members. Research successful implementation of idle-free ordinances in other cities and states.

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3	Implement the Title V operating permit program within the regulatory timeframes by FY 2018.	1,4,5	1,2,3	P. Aud	Title V operating permits are issued to the largest stationary sources in Louisville Metro. Permits are issued for a term of five years. They must then be re-issued to include new or revised standards, subsequent construction projects, and provide opportunities for public review and comment. Timeframes for reissuance and other permit actions are mandated by U.S. EPA.	<ul style="list-style-type: none"> • Develop additional staff capable of drafting complex Title V permits. • Issue remaining initial renewal permits by June 2014. • Implement a combined construction and operating permit program. • Transition to on-line applications and compliance reporting consistent with U.S. EPA's Cross-Media Electronic Reporting Regulation (CROMERR).
4	Ensure that the STAR program is based on the most current scientific information.	1,4,5	1,2,3	P. Aud	The STAR program established stringent goals for cancer and non-cancer health risks for emissions of Toxic Air Contaminants ("TACs") from stationary sources in Louisville Metro. Companies must evaluate TAC emissions from their equipment and processes using complex air dispersion models whenever they construct new equipment, change existing operations, or renew their operating permits.	<ul style="list-style-type: none"> • Evaluate and adjust staffing requirements for complex modeling of area sources. • Integrate the STAR program into the merged construction and operating permit program by 2016. • Evaluate adding a full-time toxicologist to, among other things, maintain the list of Benchmark Ambient Concentrations (BACs), notify affected stationary sources in accordance with Regulation 5.21 section 6.9, and advise APCD and the Board with respect to modifications under Regulation 5.21 Section 5 and carcinogens under Regulation 5.20.

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5	Operate and maintain current monitoring sites.	5	1,4	C. Lee	Required by Clean Air Act in NAAQS maintenance and non-attainment areas.	<ul style="list-style-type: none"> • Operate and maintain sites and instrumentation. • Annual evaluation of monitoring network in collaboration with Kentucky DAQ. • Maintain current staffing levels for operations. • Seek funding sources for purchasing increasingly sensitive and sophisticated equipment. • Annual evaluation of SOPs: revise and submit to EPA as needed. • Annual evaluation of QAPP: revise and submit to EPA as needed.
6	Implement policies and strategies for ozone precursor emission reductions by 2018.	3,5,6	1,4,5	C. Lee	Required by the US EPA's "Ozone Advance" program and to meet the 8-hr ozone NAAQS.	<ul style="list-style-type: none"> • Implement practical projects, initiatives, and regulations identified in 2013 to reduce VOC and NOx emissions. • Continue to evaluate current programs for enhancement opportunities and new ones that could be adopted and implemented. • Evaluate effectiveness of collective emission reduction efforts with ambient air monitoring network data.
7	Implement emission reductions policies and strategies for all NAAQS.	3,5,6	1,4,5	C. Lee	Required by the State Implementation Plan to meet all NAAQS.	<ul style="list-style-type: none"> • Implement practical projects, initiatives, and regulations as identified. • Continue to evaluate current programs for enhancement opportunities and new ones that could be adopted and implemented.

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						<ul style="list-style-type: none"> Evaluate effectiveness of collective emission reduction efforts with ambient air monitoring network data.
8	Participate in a collaboration to address climate change and the urban heat island effect.	3,6	1,4,5	C. Lee	Build on expertise to lower Louisville's temperature hot spots.	<ul style="list-style-type: none"> Assist Office of Sustainability to develop comprehensive plan to address the urban heat island effect by applying expertise to the development of policies and programs that further mitigate urban heat mitigation goals and contribute to ongoing evaluation of the effectiveness.
9	Launch additional air quality awareness programs leveraging the success of the current programs.	3	4,5	T. Nord C. Lee	Build awareness and educate the public on what it can do to mitigate the urban heat island effect.	<ul style="list-style-type: none"> Develop outreach and education materials and strategies targeted to the general public.
10	Improve emissions reporting and analysis.	1,2,4,6	1,2,5	P. Aud	Emissions inventories form the basis of air pollution modeling for larger sources and direct the billing of Title V sources.	<ul style="list-style-type: none"> Implement online reporting of emissions in compliance with CROMERR. Improve analysis of emissions inventory for emission reduction opportunities and strategies (programs, policies). Continue to work with companies to agree on method of emissions calculations and input parameters.

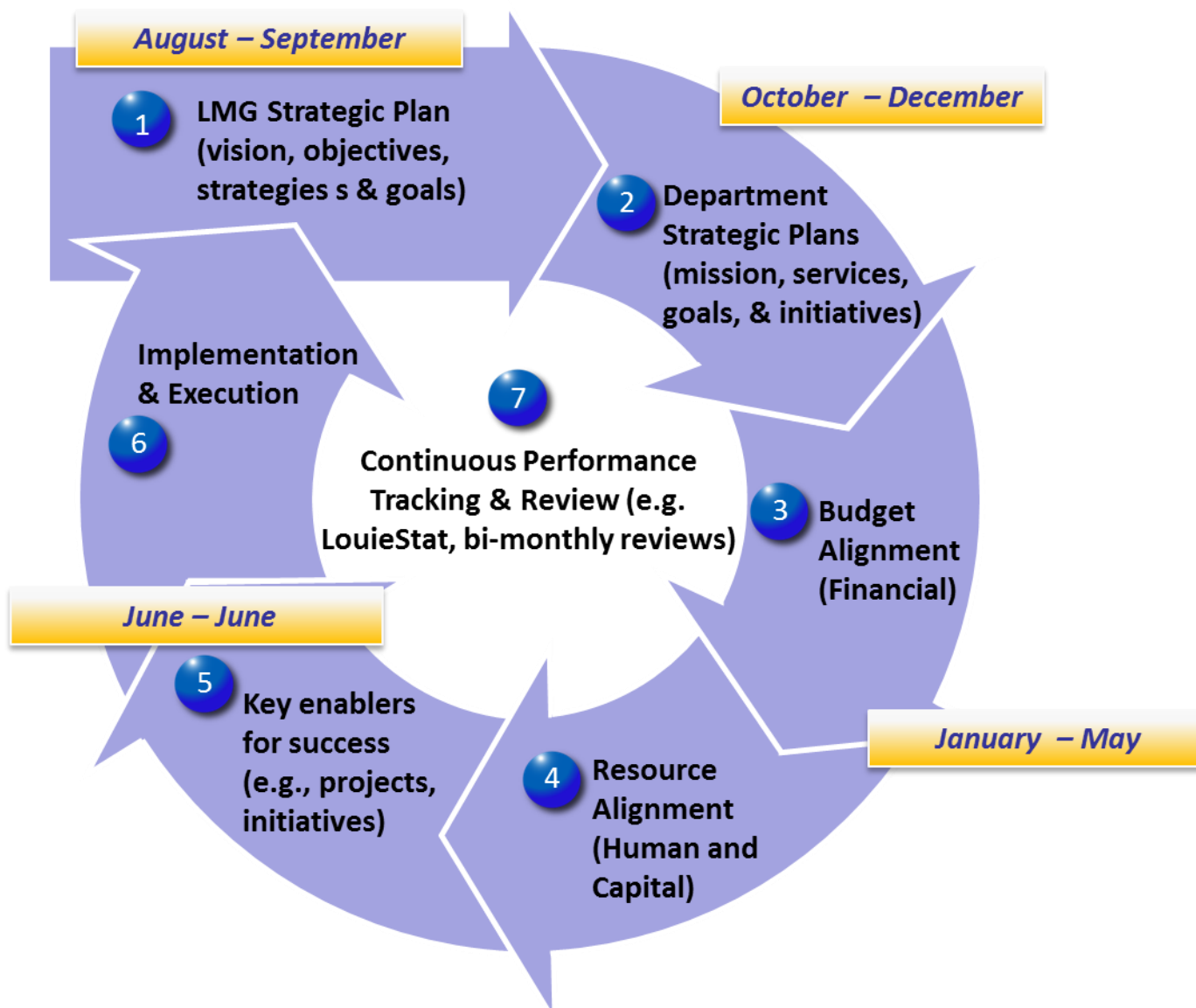
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11	Ensure stable ongoing funding.	1,2,4,5,6	1,2,4,5	P. Aud	Most APCD functions are mandated, but not necessarily funded. APCD needs to ensure an ongoing funding source to carry out obligations.	<ul style="list-style-type: none">• Annually review expected vs. actual revenue and expenses• Annually re-evaluate fairness and efficacy of permitting fee structure and amounts
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***Innovation Delivery Team supported goal** - *In 2011, Bloomberg Philanthropies awarded Louisville a \$4.8 million grant to help bring innovation and breakthrough ideas to improve city services. Louisville was one of five large cities to receive a grant, which will be matched by \$1.6 million in local money. The money funds our Innovation Delivery Team (IDT), which works full-time with departments on problem solving to achieve the IDT related goals.*

Louisville Metro Government (LMG) Planning Cycle

Louisville Metro Planning Cycle
The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.



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Louisville Metro Government Planning Calendar

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	Start of New Fiscal Year						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment			Louisville Metro Senior Leadership Visioning retreat	Refine Louisville Metro Goals & Tactics	Provide Draft Louisville Metro 6 Year Strategic Plan to Departments		OMB provides total Sum \$ to Departments for priority based budget development		Mayor and Senior Staff review and reconcile with Mayor’s priorities and work with Departments and OMB to finalize budget proposal by May 1		
Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)					Develop Department 6 Year Strategic Plans			Departments Finalize Strategic Plans & Develop 1 year Budgetary and Operational Plans		Departments finalize 1 year Budgetary and Operational Plans	
				Departments conduct their own internal and external assessments							